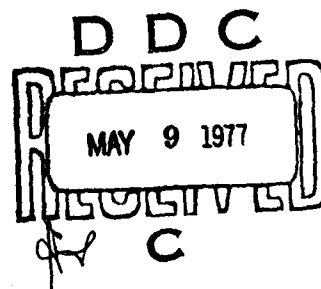


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A FUNCTIONAL DESCRIPTION OF AN AIR FORCE
PLANT REPRESENTATIVE OFFICE AND AN AIR
FORCE CONTRACT MANAGEMENT OFFICE



DEPARTMENT OF THE AIR FORCE
HQ AFCMD/XR
KIRTLAND AIR FORCE BASE
NEW MEXICO 87117

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(6) A Functional Description of an Air Force Plant Representative Office and an Air Force Contract Management Office		6. PERFORMING ORG. REPORT NUMBER
7. AUTHOR(s)		8. CONTRACT OR GRANT NUMBER(s)
(10) Michael A. Yanke, Capt. USAF		
9. PERFORMING ORGANIZATION NAME AND ADDRESS		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
Studies & Applications Office Air Force Contract Management Division Kirtland AFB NM 87117		
11. CONTROLLING OFFICE NAME AND ADDRESS		12. REPORT DATE
AFCMD/XRR Kirtland AFB NM 87117		(11) 1 Oct 76
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		13. NUMBER OF PAGES
		73 1280
		15. SECURITY CLASS. (of this report)
		Unclassified
		15a. DECLASSIFICATION DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report)		
Statement A: Approved for public release; distribution unlimited		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
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Contract Management Air Force Plant Representative Office Air Force Contract Management Office Contract Administration		
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The purpose of the study is to provide an overview of the responsibilities of each functional area within an Air Force Plant Representative Office (AFPRO) and within an Air Force Contract Management Office (AFCMD). At the same time, the interested reader is provided appendices with detailed responsibilities for each functional area as outlined in AFCMD's current Organizational and Functions Chart Book. The reader is also shown how the Contractor Management System Evaluation Program (CMSEP) is related to each functional area and to		

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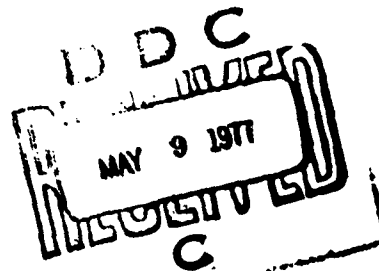
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A FUNCTIONAL DESCRIPTION OF AN AIR FORCE
PLANT REPRESENTATIVE OFFICE AND AN AIR
FORCE CONTRACT MANAGEMENT OFFICE

1 OCTOBER 1976



PROJECT MANAGER: Capt Michael A. Yanke

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EXECUTIVE SUMMARY

This study was a result of a request by Lt Col Martin D. Martin, Air Force Institute of Technology (AFIT), School of Systems and Logistics, Procurement Department. The purpose of the study is to provide an overview of the responsibilities of each functional area within an Air Force Plant Representative Office (AFPRO) and an Air Force Contract Management Office (AFCMO). At the same time, the interested reader is provided appendices with detailed responsibilities for each functional area as outlined in AFCMD's current Organizational and Functions Chart Book. The reader is also shown how the Contractor Management System Evaluation Program (CMSEP) is related to each functional area and to contractor cognizance collectively. The report is meant to become part of the AFIT program as supplemental reading outlining the function of AFCMD.

The variety of buying agencies that deal with AFCMD could also find this document useful since it provides a concise definition of the role of each functional area of Air Force in-plant and on-site cognizance. This report would allow AFCMD's customers to understand exactly what is being done to provide the current contract management services.

SECTION I: INTRODUCTION

OBJECTIVES OF THE STUDY

This study was authorized by the Vice Commander, AFCMD on 26 October 1976 as a result of his desire to ensure that students in the AFIT School of Systems and Logistics graduate program were receiving a current, accurate representation of the functional roles within the AFPRO/AFCMO organizations. The objective of the Studies and Applications Office was to provide a functional study aid for the students in the AFIT graduate program. The study outlines the AFPRO/AFCMO functional responsibilities and provides an opportunity for a detailed review of these responsibilities.

REASON FOR THE STUDY

In 1974 the AFIT School of Systems and Logistics began a specialized program for future Procurement Officers. The current AFIT material on AFCMD was developed internally and based on information current in the early 1970's. The head of the Procurement Department, Lt Col Martin D. Martin, has requested that AFCMD's Studies and Applications Office provide him with a current summary of the functional responsibilities in an AFPRO and an AFCMO. The report is designed to allow the student to gain a basic understanding of the functional roles with an opportunity to gain detailed information. The purpose is to provide the new production/procurement officer with an understanding of what the responsibilities encompass in an AFPRO/AFCMO.

OVERVIEW OF THE REPORT

The following sections and appendices of this report present the role of each functional area for AFCMD contractor cognizance. Section I identifies the necessity for the study. Section II defines in general the responsibilities of each functional division in an AFPRO and an AFCMO. Appendix A details the responsibilities for each division in an AFPRO. Appendix B details the responsibilities for each division in an AFCMO.

SECTION II: THE ROLE OF CONTRACT MANAGEMENT

The Air Force Contract Management Division (AFCMD) has as its charter the responsibility to protect the Government's interest in contractual relationships with private enterprise. AFCMD must monitor contractor compliance with cost, schedule, and performance specifications as directed by the contract. Herein lies the basis for a continuous evaluation process to monitor contractor management systems. This continuous evaluation is called the Contractor Management System Evaluation Program (CMSEP). The objective of this program is to provide a reliable, independent, systematic management technique for continuous evaluation of all significant areas of contractor management systems. The purpose of the evaluation is to encourage each contractor under AFCMD cognizance to maintain effective management systems and practices. The implementation medium used by this program is the CMSEP evaluations performed by each Air Force Plant Representative Office (AFPRO) and Air Force Contract Management Office (AFCMO).

AIR FORCE PLANT REPRESENTATIVE OFFICE

The AFPRO is the implementing agency for the CMSEP when in-plant cognizance is required. Individual responsibility for an AFPRO lies with the Air Force Plant Representative (AFPR).

The number of AFPROs varies and is dependent on the number and importance of defense programs. If no programs warrant

exclusive service management, the Defense Contract Administration Service (DCAS), through its network of regional control districts, monitors the contractor. At present there are 20 AFPROs. Figure 1 shows the location of these AFPROs.

The AFPRO organization is a key in the weapons system acquisition process. The CMSEP is a technique which allows the AFPRO to identify deficiencies in the contractor's management system. Through the CMSEP, an AFPRO makes a major contribution to assure the Air Force obtains the most efficient weapons system for dollar invested. The divisions within the AFPRO look at specific criteria in the evaluation of a contractor's management system and the administration of a contract.

The AFPR exercises command over the detachment and works through the organizational structure shown in Figure 2 to fulfill responsibilities of contract management. Following is a brief discussion of the functional responsibilities of each division. For a detailed list of responsibility for each functional area, see Appendix A.

Safety

Originally, the safety program at an AFPRO was aimed at providing a safe environment for Air Force Personnel working at the facility. In 1970, the Air Force suffered the loss of over \$82 million including a C-5 which was destroyed by fire during contractor maintenance. This mishap led to expansion

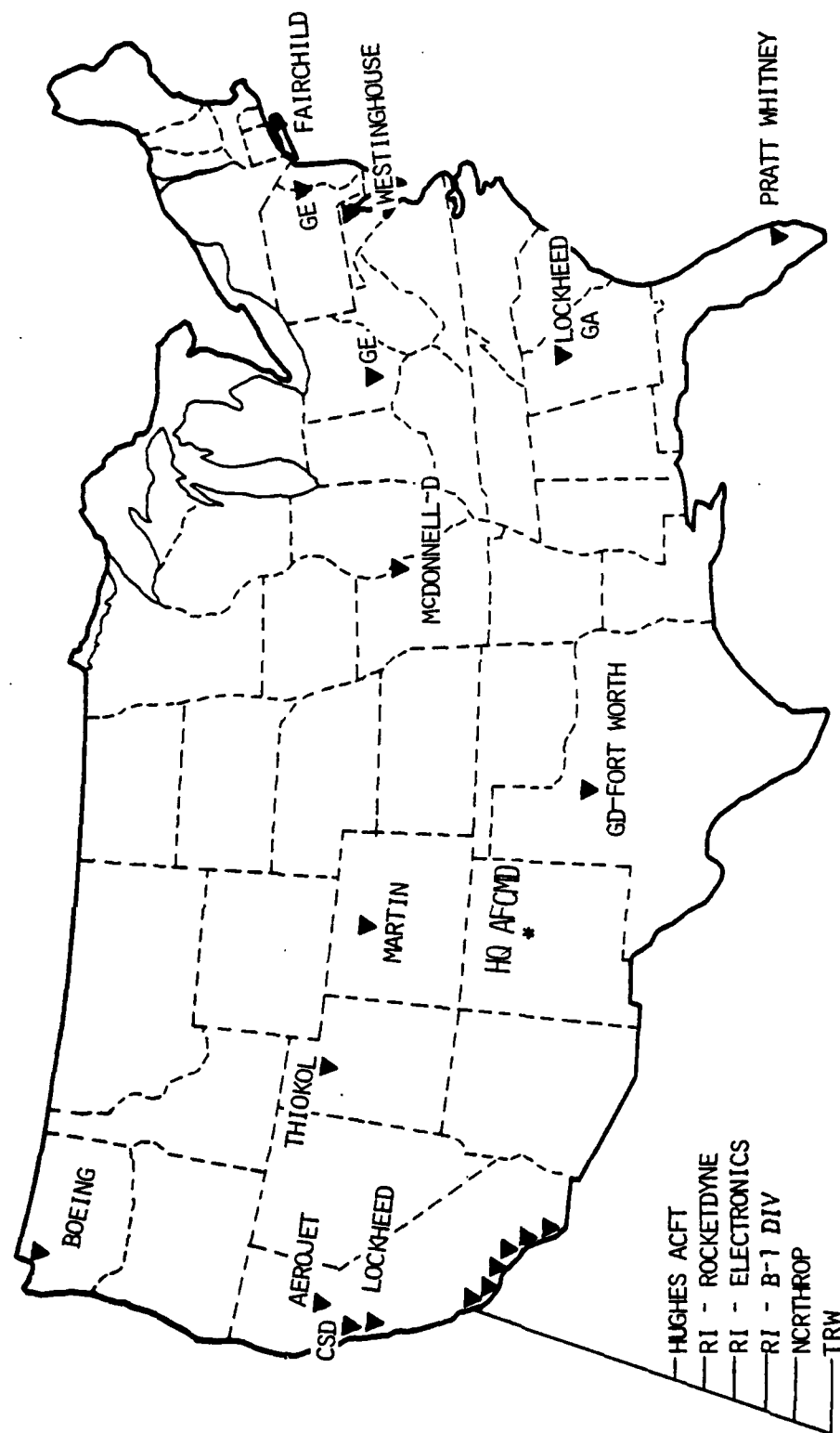
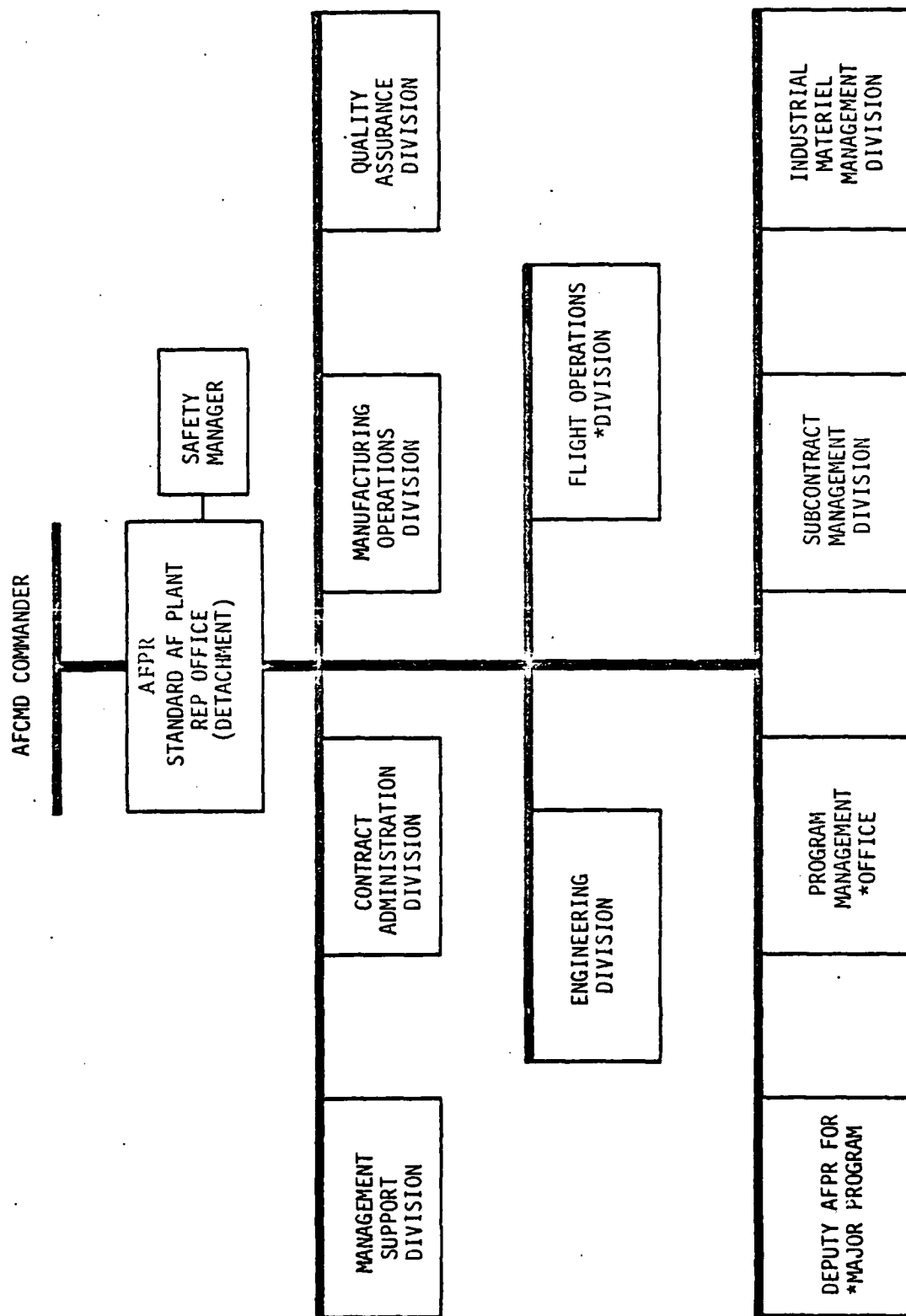


FIGURE 1. LOCATION OF AIR FORCE PLANT REPRESENTATIVE OFFICES



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FIGURE 2. AFPRO ORGANIZATIONAL STRUCTURE

of the AFCMD safety program to include surveillance of the contractor's safety program to help preclude a similar disastrous occurrence. This surveillance includes ground, industrial, explosive and flying safety, as well as fire protection, crash/rescue and maintenance practices.

This increased safety surveillance has an impact on contract administration. Currently the program is enforced through the CMSEP.

Engineering

The Engineering Division has three major responsibilities: (1) it acts as the engineering technical expert for the AFPRO, (2) it acts as an engineering technical expert for external agencies such as the System Program Office (SPO) and the Defense Contract Audit Agency (DCAA), and (3) it evaluates the contractor's engineering management systems to assess condition, capability, and performance. A Memorandum of Agreement defines the responsibilities of the Engineering Division to buying agencies such as a SPO. An example of a key task request from a SPO would be the evaluation of engineering change proposals. The in-plant engineer is then the technical linking pin between the SPO and the contractor. The skills of the engineers are as widely diversified as the technology levels of the contractor.

FLIGHT OPERATIONS

At AFPROs where new production or depot level maintenance are performed, aircraft must be test flown by Air Force

aircrews to prove airworthiness and contractual compliance prior to final acceptance by the government. A Flight Operations Division has been established at these AFPROs to accomplish this task. Each division, as an Air Force flying unit, must comply with all Air Force and AFSC directives concerning flying and perform all the functions of a tactical squadron.

At numerous AFPROs, contractor aircrews fly government aircraft, either for acceptance of new production aircraft, Research Development Test and Evaluation of new weapons systems or as a testbed for advanced avionics and aircraft test systems. In these instances AFR 55-22, Contractor's Flight Operations, is a contractual requirement. A Government Flight Representative is appointed to administer this regulation, normally the Chief of the Flight Operations Division if there is one, or else a pilot officer from another division within the AFPRO. The requirements of AFR 55-22 are evaluated under the CMSEP by the Government Flight Representative (GFR). The GFR must approve the contractor's procedures, aircrew members, and flights on an individual basis.

Management Support Division

The Management Support Division is the administrative and managerial focal point for the AFPR. There are two areas of prime responsibility for the Management Support Division: (1) it provides administrative support for the CMSEP; and (2) it assists the AFPR and division chiefs on internal management of the AFPRO. Administrative support includes providing supplies,

host-tenant services, documentation and publications services. The internal management of the AFPRO includes policy, programs, internal management systems, budgeting, manpower, and interface with headquarters AFCMD.

Industrial Materiel Management

Government contractors are furnished billions of dollars worth of government property. The Industrial Materiel Management Division is responsible for the management of this government property. The Industrial Materiel Management Division uses CMSEP to evaluate the contractor's management systems for effective management of control, maintenance, and disposition of Government property. It is also the focal point for the contractor to obtain the contract authorized amount of government furnished equipment. The variety of property is enormous. The item may range in value from a machine lathe to a government-owned, contractor-operated plant. Some contractors are as much as 70% government supported with facilities and equipment.

Subcontract Management

Through the use of the CMSEP, Subcontract Management evaluates the prime contractors' procurement and subcontractor selection procedures. The Subcontract Management Division is responsible for assuring that the contractor complies with public law, prime contract terms, and sound business practices. At some locations, effective use of manpower and contract volume may require Subcontract Management tasks be performed by other functional areas. In a few cases, the Subcontract Management

Specialist works in a dual channel. The Subcontract Specialist works with the Principal Administrative Contracting Officer to monitor the actions of the contractor regarding specific contract subcontracting actions, and provides any information through the AFPR to the system program director or buying activity that would impact prime contractor performance.

Quality Assurance

Quality Assurance (QA) is responsible for the evaluation and validation of the contractor's written quality program. The basic management tool used in evaluation is the CMSEP. QA evaluates contractor procedures, compliance with those procedures, and performs product inspection for compliance with specifications. In order to perform these tasks efficiently, QA's internal organization has three branches. The first, Plans and Requirements, concentrates on administering and designing the AFPRO Quality program. Emphasis lies in the area of monitoring what the contractor does to implement a successful Quality program for inspection and control of government contracted procurements. The second branch, Quality Evaluation, develops the data base and prepares and analyzes the information to produce reports and cost of quality analysis. The third branch, Quality Performance, is the implementer of the Air Force Quality Assurance Program. This branch does the hands-on inspection of the items under contract. Quality Performance also monitors the contractor's Foreign Object Damage Program throughout the cycle of the contracted item.

Manufacturing Operations

The Manufacturing Operations Division, through the CMSEP, evaluates the contractor's manufacturing procedures and capabilities, analyzes and acts on contractor need for manufacturing resources. Industrial Specialists and engineers, through review of contractor manufacturing operations, track an item through the manufacturing cycle. Production is not the only area of concern for Manufacturing Operations. Transportation management of the contractor's network for incoming, internal and outgoing handling, packaging and protection of end items are part of the span of control for Manufacturing Operations. Every effort is made to ensure the contractor's container design and transportation network are providing efficient service and at the lowest cost. Thus Manufacturing Operations provides the AFPR and buying activities with a review of the management system that controls the contractor's transportation and internal distribution network and the individual element tasks within the system.

To accomplish this task the Manufacturing Operations Division is divided into two branches. The Manufacturing Assessment Branch is systems oriented, using the CMSEP to review the contractor's operational effectiveness. The Manufacturing Support Branch follows the contractor through a particular schedule. This branch is oriented toward particular contracts in the contractor's manufacturing operations.

Contract Administration

Contract Administration coordinates the overall contracting control and monitoring of a contract. Each contract is managed by an Administrative Contracting Officer (ACO). The ACO has overall responsibility for the contract. The ACO approves progress payment requests, negotiates contract changes when authorized, and enforces the contract requirements. This individual must be thoroughly familiar with all the requirements of all parties involved in the contract. To perform the role of contract administrator, the Contract Administration Division is divided into three branches. The first branch, the Contracts branch, is organized around the primary tasks of the ACO. This branch is primarily responsible for administering the terms of each contract. The second branch, the Pricing branch, performs price and cost analysis on contractor proposals. The Pricing branch is responsible for the maintenance and accuracy of data banks which are used for Forward Pricing Rate Agreements and Forward Pricing Rate Recommendations, rates and factors. The third branch, the Business Management branch, has primary responsibility for overhead cost analysis. The Business Management branch maintains and uses models for the overhead Forward Pricing Rate Agreements. The division as a whole uses the CMSEP to evaluate the contractor's contract administration system.

Special Divisions

New weapons systems with a high degree of complexity and of prime importance merit special attention. The attention

can come in one of two forms. The AFPRO can develop a Program Management Office or a "Deputy For" division who has cognizance of a major program. The concept of dedicated management for a weapons system is justified in terms of dollar value, priority and economic impact.

Program Management

The Program Manager in the AFPRO is an individual responsible to the AFPR for all program oriented functions for an assigned program. This individual is the AFPRO's direct and primary point of contact for the identified program. The program manager concept does not provide dedicated support in previously identified functional areas. Resources are matrixed from the functional areas. The Program Manager is the collator of information about the program for the AFPR.

Deputy For Major Program

The Deputy For is responsible to the AFPR for all program oriented functions for a selected weapon system. The Deputy For division has dedicated resources for the program. Figure 3 shows the organization of a typical Deputy For division for a major program. Organizationally, it functions as a division. The CMSEP is used to evaluate the contractor's management system as it relates to a specific program. The Deputy For provides the buying activity with specialized support for a particular system. Each of the four branches shown in Figure 3 perform the same functions as the divisions bearing the same title;

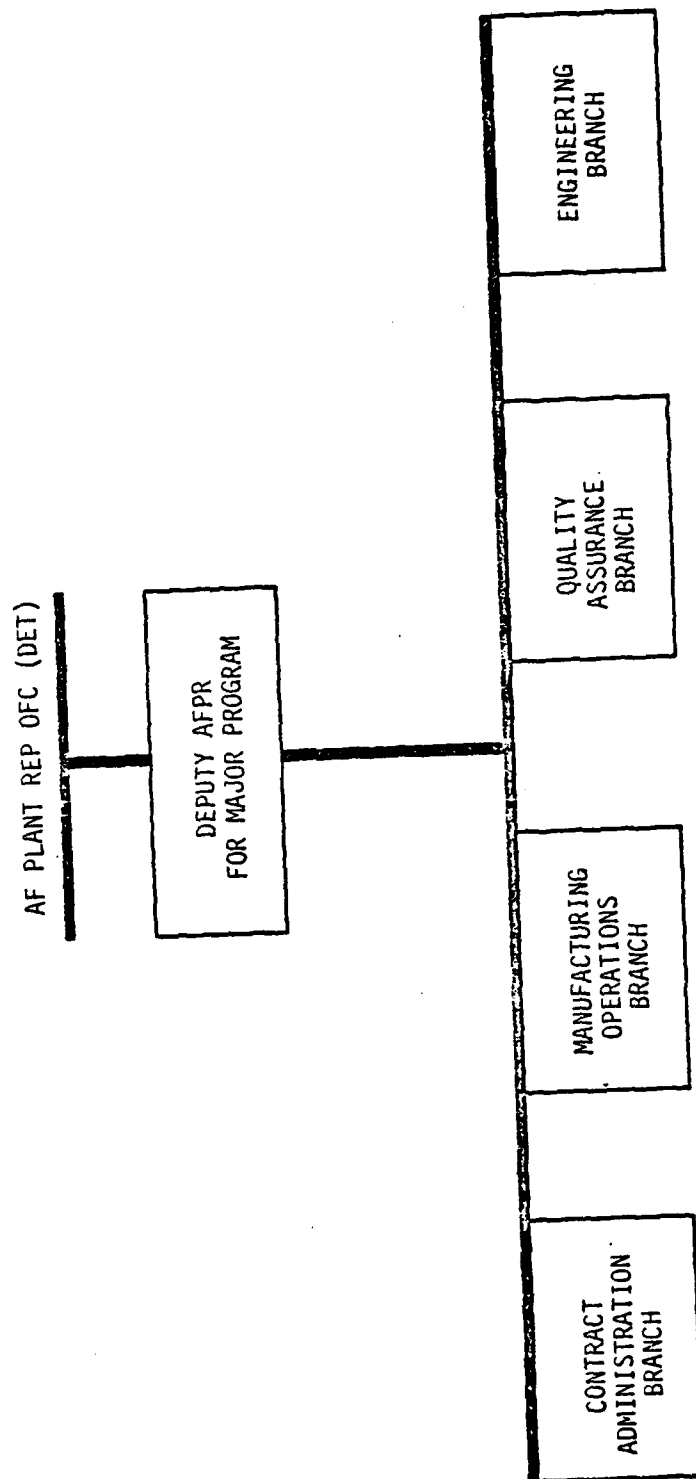


FIGURE 3. DEPUTY FOR MAJOR PROGRAM ORGANIZATION STRUCTURE

however, the work is dedicated solely to the particular program. The Deputy For is a mini-AFPRO within an AFPRO. An example of the Deputy For concept is the AWACS program. At the Boeing AFPRO, there is an organization of approximately 20 people from all functional areas assigned to the E3A. Thus the buying activity is provided with dedicated support for the total contract management of the system acquisition.

Summary

The AFPRO, through the described divisions, performs a vital service to the buying activity. An important point to remember is that an AFPRO is not an extension of a SPO or any other single buying activity. Each AFPRO administers contracts for a variety of buying activities. No one AFPRO is necessarily dedicated to one SPO or program. The requirement for an AFPRO is that the majority of business with the contractor is Air Force. The environment at the AFPRO is dynamic. As a weapons system goes through its acquisition process, involvement from each of the divisions changes. The amount of activity of a particular division follows its own distribution of level of involvement, depending on the phase of development of the weapons system. The only certainty is that the activity level will not remain constant. The tasks that were summarized above and itemized in Appendix A are a continuous process occurring at a variable rate. The scope of the activity is defined by the requirements of the contracts that must be

managed. Members of the AFPRO have tasks that are defined. One of these tasks is to ensure the contractor is capable of fulfilling the requirements of the contract. This capability is evaluated through the CMSEP.

THE AIR FORCE CONTRACT MANAGEMENT OFFICE

The in-plant cognizance of contractor performance is of primary importance in AFCMD. The natural follow-on to the manufacture of the system is system testing. An Air Force Contract Management Office (AFCMO) has responsibility for review of system performance during testing and evaluation. Figure 4 depicts the locations of the AFCMOs. Each is located at a test facility. The overall function of the AFCMO begins with the implementation of the areas of the CMSEP as required by the system monitoring AFPRO. Since an AFPRO is not at the test facility, the AFCMO has the responsibility to ensure the contractor is testing according to contract specifications and is not spending excessively. The AFCMO has the responsibility to ensure the contractor is obtaining the support required for the testing program. The AFCMO must ensure the host base is providing the support required by the contractor and the contractor is asking for what is required to perform the test and evaluations. The organizational structure pictured in Figure 5 allows the AFCMO the flexibility to carry out this responsibility. The functional areas shown are performed to the degree required and when requested by the delegating authority. Organizational components within a division or divisions may be combined, but

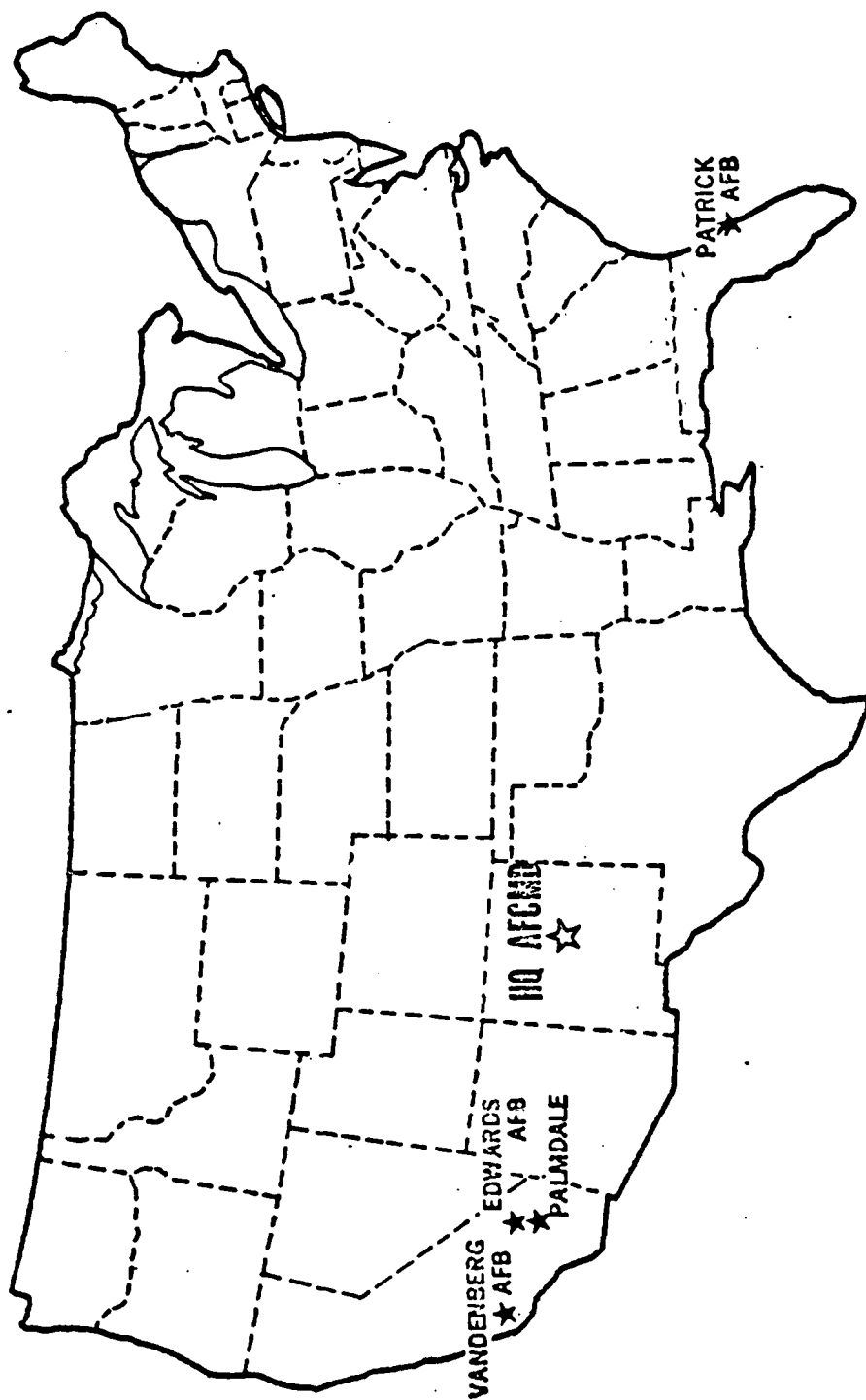


FIGURE 4. LOCATION OF AIR FORCE CONTRACT MANAGEMENT OFFICES

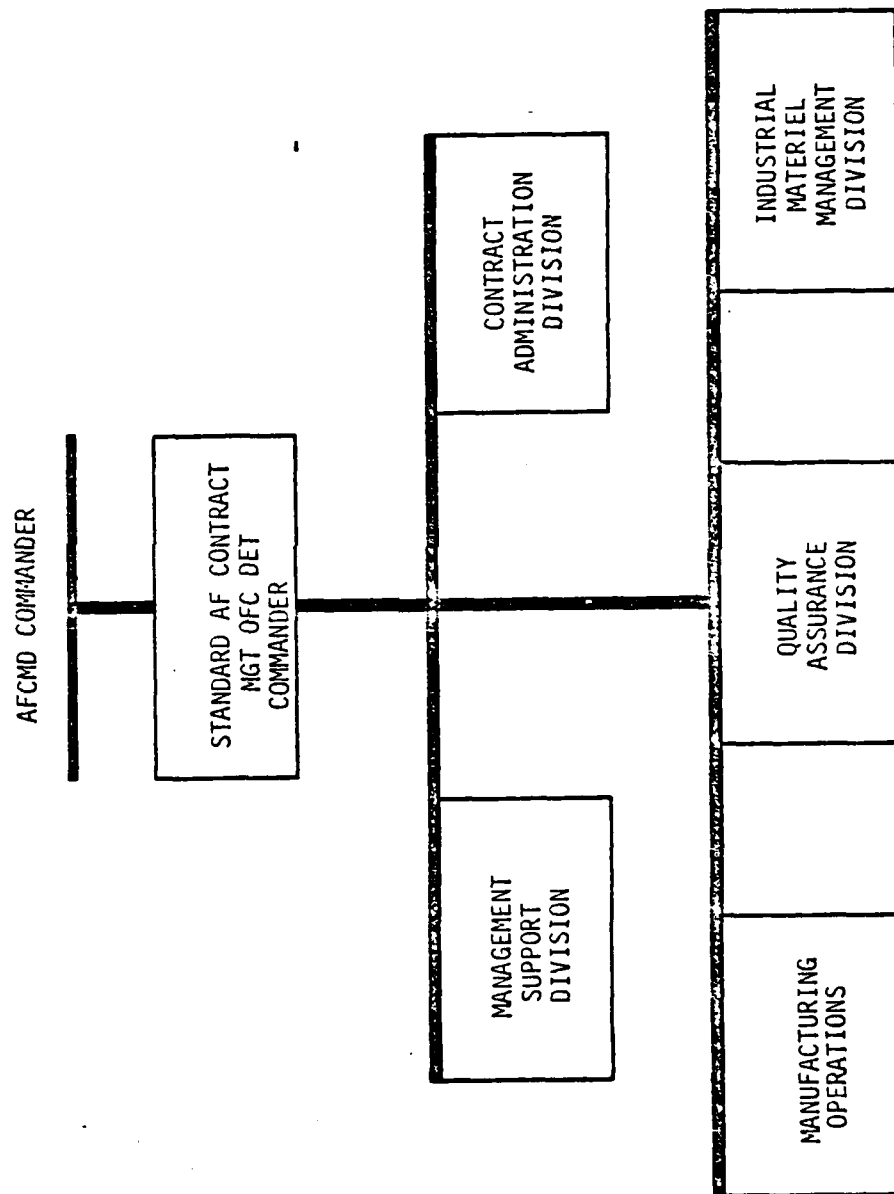


FIGURE 5. AFCMO ORGANIZATIONAL STRUCTURE

functional integrity should be maintained. A detailed outline of AFCMO division responsibilities is in Appendix B.

Management Support Division

The responsibilities of Management Support in an AFCMO remain essentially unchanged from those of an AFPRO. The Management Support Division is the internal management consultant for the AFCMO. When required, the Management Support Division performs the administrative necessities of the CMSEP; it is also the focal point for communications outside the AFCMO; and it performs other administrative functions required for normal operations.

Quality Assurance Division

The scope of the Quality Assurance Division is narrowed from that of an AFPRO. The procedures and techniques developed by QA are applicable only to the particular AFCMO. The size of this division can range from one individual to two branches. The largest possible division contains a Policies, Procedures and Engineering Branch and a Material Quality Branch. Policies, Procedures and Engineering evaluates the adequacy of the contractor's quality system. It takes an active part in the evaluation of Class I and II changes by identifying test criteria for inspections. The Material Quality Branch implements the Air Force Quality Assurance Program by ensuring inspection and testing takes place in accordance with contractual requirements.

Industrial Materiel Management Division

The degree of activity in the Industrial Materiel Management Division in an AFCMO is reduced from that of an AFPRO. When there are contractual requirements for Government furnished equipment, the Industrial Materiel Management Division is responsible to ensure the equipment is available to the contractor, properly managed by the contractor, and redistributed as required. The responsibilities are the same as in an AFPRO.

Contract Administration Division

In the Contract Administration Division, as in the other divisions, the scope of responsibility is narrowed. The ACO at the AFCMO, in accordance with the delegation of supporting contract administration, provides surveillance over the contractor's effort at the test facility. Inputs from the AFCMO provide the prime ACO with the necessary information to ensure contract compliance in a most critical phase of weapon system development.

Summary

The AFCMO does not work directly for a buying activity. The AFCMO is an AFPRO-type extension for one or more contract management organizations. The level of activity in each identified functional area is dependent on the AFCMO. Just as with an AFPRO, work levels are continuous at a variable rate within each function and within the AFCMO in total. The responsibilities are scoped because the span of evaluation of the contract is limited to the test and evaluation. Evaluation of the contractor's

performance with the CMSEP remains systems oriented. The CMSEP looks at the contractor's system for test and evaluation as delegated by the AFPRO.

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APPENDIX A

AIR FORCE PLANT REPRESENTATIVE OFFICE
DETAILED FUNCTIONAL RESPONSIBILITIES

DETAILED RESPONSIBILITIES OF ENGINEERING DIVISION

In accordance with the AFCMD Organization and Functions Chart Book dated 1 April 1976, the functional responsibilities of the Engineering Division are:

1. Performs evaluation of contractor's Engineering management systems using the Contractor Management System Evaluation Program (CMSEP) as the core management tool.
2. Implements a continuous evaluation of the contractor's engineering management systems to assess their condition, capability and performance in the areas of design, test and evaluation, reliability, maintainability, value engineering, configuration management, system safety, and management of engineering resources.
3. Provides technical support to Deputy AFPR for Program Offices, including development of functional plans describing AFPRO responsibilities for administration of major program contracts, when applicable.
4. Provides technical support to Buying Agencies as specified in a Memorandum of Agreement. Serves as principal advisor to the Program Directors and Buying Activities on in-plant engineering matters, at those AFPROs where projectization has not provided an engineering branch dedicated to this purpose.
5. Assures the products of the contractor's engineering department meet the specified quality requirements.

6. Evaluates the contractor management, planning, schedules and allocation of engineering resources.

7. Evaluates and monitors contractor engineering efforts and expenditures in accordance with contract requirements.

8. Reviews engineering studies, designs, specifications, and proposals and makes recommendations to the Buying Activity. Ensures that design risks are identified early in a program and that adequate testing is scheduled and accomplished to demonstrate design adequacy.

9. Participates in formal and informal design reviews.

10. Reviews Class I engineering change proposals and provides comments to the Buying Activity on technical adequacy, design feasibility and need. Reviews Class II engineering changes to ensure proper classification and need.

11. Reviews contractor requests for deviations. Processes critical and major deviations and waivers with appropriate technical comments and recommendations to the Buying Activity for approval consideration. Reviews minor deviations to ensure proper classification.

12. Accomplishes or provides technical support for special studies as directed by Headquarters, AFCMD.

13. Assures that contractor test plans and directives comply with contract terms. Evaluates contractor adherence to test plans and his progress in demonstrating performance requirements, and the adequacy of feedback of test results to the design function.

14. Conducts the AFPRO in-house value engineering program.

15. Reviews cost reduction proposals for impact on engineering requirements of the contract.

16. Provides engineering support to the AFPR, AFPRO elements, and local elements of Defense Contract Audit Agency.

17. Provides dedicated support for surveillance of Contractor engineering practices in the subcontract area, at those AFPROs where an engineering authorization has not been assigned to the Subcontract Division.

DETAILED RESPONSIBILITIES OF FLIGHT OPERATIONS DIVISION

In accordance with the AFCMD Organization and Functions Chart Book dated 1 April 1976, the functional responsibilities of the Flight Operations Division are:

1. Performs evaluation of contractor's Flight Operations management systems using the Contractor Management System Evaluation Program (CMSEP) as the core management tool.
2. Furnishes primary and alternate Government Flight Representatives in accordance with AFR 55-22.
3. Applies established criteria for approval of contractor's flight crew personnel and contractor flight operations procedures.
4. Monitors utilization of government aircraft bailed, loaned or GFP to the contractor.
5. Provides supervision and technical guidance for aircraft flight acceptance and test/test support flight programs.
6. Conducts flight test of aircraft for acceptance by the government in accordance with current contract provisions.
7. Delivers aircraft following functional check flights to the base of assignment on a selected basis as requested.
8. Administers applicable elements of the flight crew standardization/evaluation program.
9. Coordinates with other government agencies relative to air traffic control and airspace utilization.

10. Monitors the life support program provided by the contractor in accordance with applicable regulations.

11. Initiates unsatisfactory materiel reports on equipment malfunctions discovered during flight acceptance.

DETAILED RESPONSIBILITIES OF MANAGEMENT SUPPORT DIVISION

In accordance with the AFCMD Organization and Functions Chart Book dated 1 April 1976, the functional responsibilities for the Management Support Division are:

1. Provides administrative services required for the conduct of the Contractor Management System Evaluation Program (CMSEP).
2. Advises and assists the Detachment Commander and Division Chiefs on internal management, planning and administration. Provides an interface to HQ AFCMD staff offices under the Chief of Staff.
3. Develops and implements the detachment internal management program for analysis and evaluation of detachment performance.
4. Maintains and publishes the detachment's Operations and Resources Management Report.
5. Manages presentation projects, conferences and special visitations.
6. Provides guidance and assistance in the development and justification of detachment manpower adjustments, submits required reports and maintains annotated Unit Detail Listing.
7. Serves as OPR for projects requiring the coordination of more than one detachment division.
8. Develops and maintains operations and contingency plans and programs (war, emergency, OPSEC and disaster) for the detachment. Maintains an Emergency Operations Center (EOC)

Reviews the contractor's Disaster Preparedness Plan for compatibility with the AFPRO Plan.

9. Is detachment focal point for replies to inspections, audits, surveys, reviews, congressional inquiries, etc.

10. Negotiates and monitors Host-Tenant and Interservice Support Agreements for the detachment.

11. Serves as OPR for the review, revision and coordination of contract management Memorandums of Agreement (MOAs).

12. Manages and controls detachment activities in disciplines of correspondence, documentation, publications, reports and forms, postal functions, administrative orders, printing and copying.

13. Operates a unit supply capability for the detachment and ensures that the optimum source is utilized for its provisioning. Controls the detachment equipment and equipment authorizations.

14. Manages detachment facilities regarding office space allocations.

15. Serves as focal point and provides technical assistance to the contractor and principal ACO in the following areas: utilization of mailing indicia; monitoring of postal and correspondence procedures; utilization and operation of AUTODIN facilities; control of government forms and publications, printing and copying and other administrative cost areas.

16. Prepares budgetary forecasts, requirements, funds use and status information including manhour accounting data

incident to reimbursable support to NASA and Foreign Military Sales.

17. Serves as AMIS focal point and performs Data Control functions in accordance with the AFCMD AMIS manual.

18. Serves as the final review authority for management in the submission of detachment civilian personnel requests; maintains control of personnel actions; consolidates, audits and submits time and attendance records and maintains liaison with payroll offices.

19. Performs as the administrative focal point for the compilation and coordination of the detachment recognition, special trophies and awards programs. Provides administrative support to and interface with the Civilian Personnel Representative.

20. Serves as administrative processing point for detachment military personnel matters.

21. Coordinates and consolidates civilian and military training requirements. Provides focal point for the administration of detachment general military training.

22. Manages the internal security program by providing staff office security advisor services and Top Secret control capabilities; obtaining personnel security clearances including special access and CRYPTO access; issuing identification credentials; administering the control of government visitors; reporting VIP visits and receiving or exchanging NATO documents as an alternate NATO Control Office to HQ AFCMD.

23. Conducts the detachment Information Plan including internal organization, community relations and historical reporting.

24. Serves as OPR for AFPRO communications-electronic systems.

DETAILED RESPONSIBILITIES OF INDUSTRIAL MATERIEL MANAGEMENT DIVISION

In accordance with the AFCMD Organization and Functions Chart Book dated 1 April 1976, the functional responsibilities for the Industrial Materiel Management Division are:

1. Performs evaluation of contractor's Industrial Materiel Management systems using the Contractor Management System Evaluation Program (CMSEP) as the core management tool.
2. Administers contractual requirements and obligations relative to Government property.
3. Provides an operational program for evaluation of contractor's management of industrial property including property under progress payments clauses and industrial facilities.
4. Directs prompt disposal of all excess Government property.
5. Advises the contractor of deficiencies, makes recommendations for system improvements, and assures corrective actions are taken.

DETAILED RESPONSIBILITIES OF SUBCONTRACT MANAGEMENT DIVISION

In accordance with the AFCMD Organization and Functions Chart Book dated 1 April 1976, the functional responsibilities for the Subcontract Management Division are:

1. Performs evaluation of contractor's Subcontract Management systems using the Contractor Management System Evaluation Program (CMSEP) as the core management tool.
2. Performs continuing evaluation of the prime contractor's planning, purchasing and post-award subcontract management activities to determine compliance with public law, ASPR, prime contract terms, and good business practices.
3. Assures compliance with small business, minority business, and labor surplus area mandatory subcontracting programs.
4. Advises the contractor of deficiencies, makes recommendations for system improvements, and evaluates corrective action.
5. Reviews advance notices of intent to subcontract, reviews purchase orders and subcontracts submitted for consent to issue, and advises the cognizant ACO of findings and recommendations.
6. Advises the AFPR and principal ACO of the status of the contractor's procurement system.
7. Provides personnel for Contractor Procurement System Review teams.

8. Provides technical advice to the AFPR on all matters relating to subcontracting.

9. Performs assigned program support tasks including assuring system program directors and buying activities are promptly informed of the status of potential and existing subcontract problems that could have or are having an adverse impact on prime contract performance.

DETAILED RESPONSIBILITIES OF QUALITY ASSURANCE DIVISION

In accordance with the AFCMD Organization and Functions Chart Book dated 1 April 1976, the functional responsibilities for the Quality Assurance Division are:

1. Performs evaluation of contractor's Quality Assurance management systems using the Contractor Management System Evaluation Program (CMSEP) as the core management tool.
2. Provides technical guidance and assistance where applicable to "Deputy AFPR For" Program Offices, including development of functional plans describing AFPRO responsibilities for administration of major program contracts when applicable.
3. Performs Quality Assurance (QA) functions except for those program functions as specified to be performed by the Program Office(s) when applicable.
4. Manages the functions associated with assuring the quality and reliability of material and services procured by the Air Force and other agencies within the assigned area of responsibility.
5. Provides technical and managerial Quality Assurance assistance to other AFPRO divisions.
6. Develops and implements procedures, instructions, and techniques for AFPRO QA division that promulgate AFCMD/QA Concept Objectives and objectives related to Quality Assurance activities.

7. Provides participating members and otherwise supports higher headquarters and other agencies' study groups, pre-award surveys, post-award conferences, production readiness reviews, QA system surveys, evaluation or study teams, selection boards, and related Quality Assurance activities.

8. Assures that the contractor establishes and maintains an acceptable Quality System in accordance with contract requirements.

9. Responsible for internal evaluations of the Quality Assurance organizations to assess compliance with applicable regulations and directives and to measure the effectiveness of QA division activities.

10. Provides staff assistance to the Detachment Commander in determining if the contractor has established and documented a Quality Assurance Program within the framework of his management system.

11. Plans and Requirements Branch. Assesses and monitors contractor planning, procedures, drawings, specifications and work instructions that are developed to assure an effective Quality System is maintained.

12. Reviews Contractual Engineering Documents and Contractor Material and Testing Procedures for adequacy of Quality Control provisions and provides recommendations for establishment of government inspection points and characteristics to be inspected.

13. Performs QA Administrative Staff activities and studies including planning for the allocation of AFQA resources.

14. Maintains liaison with delegated government agencies at subcontractors for the resolution of inspection problems and verification of prime contractors' control of subcontractor quality control.

15. Prepares and issues government source quality assurance support delegations.

16. Evaluates current and potential contract quality requirements to ascertain and plan for AFQA impact.

17. Ascertains and monitors contractor quality system objectives in terms of requirements, allocations of resources, creation of controlled conditions and management involvement in "preventive" QA.

18. Establishes AFQA criteria, plans and provisions for determining the overall effectiveness of the contractor quality system.

19. Quality Evaluation Branch. Examines contractor and AFPRO quality data, in the area of quality costs, statistical data related to inspection and results, and customer feedback from QDRs; correlates all data in terms of results that are compatible or incompatible with contractor allocation and utilization of resources.

20. Conducts evaluations of contractor's Quality Management Systems.

22. QA OPR for conduct and review of Material Review Systems with special emphasis on review and follow-up of contractor failure analysis and the preventive/corrective action system.

23. Assures that deficiency data is provided to other detachment functional elements responsible for quality program preventive action.

24. Evaluates and assures effectiveness of contractor's quality organization performance using contractor and AFQA data.

25. Provides engineering, technical and managerial quality assurance assistance to the other Air Force Quality branches and AFPRO divisions.

26. Quality Performance Branch. Implements the plan for the Air Force Quality Assurance Program.

27. Assures that the contractor Quality Control System is effective and conforms to contractual requirements through evaluation of contractor's Quality Management Systems.

28. Assures that the product is inspected, tested and conforms with contractual requirements.

29. Assures that actions are taken to prevent defects or to report defects to the responsible organization for proper preventive actions.

30. Assures product configuration conformance by audit and verification to specification, drawings and planning.

31. Accepts supplies presented that conform to contractual requirements.

32. Assists in determining requirements for and performs mandatory government inspections.

33. Performs Material Review Board actions on nonconforming supplies.

34. Monitors the contractor's effort to prevent Foreign Object Damage (FOD) throughout the manufacturing, assembly, checkout and acceptance of the aerospace vehicle.

DETAILED RESPONSIBILITIES OF MANUFACTURING OPERATIONS DIVISION

In accordance with the AFCMD Organization and Functions Chart Book dated 1 April 1976, the functional responsibilities for the Manufacturing Operations Division are:

1. Performs evaluation of contractor's Manufacturing Operations management systems using the Contractor Management System Evaluation Program (CMSEP) as the core management tool.

2. Manages the functions of manufacturing assessment, manufacturing support, and transportation and packaging in the administration of contracts.

3. Evaluates contractor's transportation, packaging, handling and transportability management systems and performance and advises contractors, other Detachment activities, and government buying offices on these matters.

4. Conducts traffic management and packaging, handling and transportability studies and recommends or initiates actions for performance improvements and cost reductions.

5. Coordinates movement arrangements and assists in forecasting requirements for military airlift or sealift of contract materiel and passengers; manages transportation support functions involved with contract traffic movement on Government Bills of Lading, authorized travel on Government Transportation Requests, and use of Government transport facilities. Provides support service for authorized travel, including Government Transportation Requests and motor vehicle dispatch.

6. Maintains surveillance of the contractor's packaging performance and provides technical packaging, handling and transportability management support to AFPRO and Government buying organizations.

7. Provides staff direction, guidance, and assistance to the Deputy AFPRs for major programs in the accomplishment of the AFPRO manufacturing operations functions, when applicable.

8. Provides the manufacturing engineering expertise to evaluate the application of machine tools in the contractor's manufacturing program.

9. Maintains knowledge of new manufacturing methods and identifies program risks and impacts resulting from the contractor's development or selection of manufacturing techniques and processes. Evaluates production engineering as prescribed in MIL-STD 1528, Production Management Systems.

10. Manufacturing Assessment Branch. Performs evaluations and participates in surveys and reviews to assess contractor readiness for production, contractor estimating methods, contractor manufacturing management and operational effectiveness.

11. Uses the CMSEP to perform evaluations of the contractor's manufacturing management system.

12. Performs continuing surveillance of the contractor's manufacturing management to ensure the proper integration of production engineering with design and development engineering and the application of the best manufacturing technology;

recommends Production Readiness Review Criteria to buying activities, and participates in Production Readiness Reviews.

13. Participates in the review and approval of the contractor's production plans.

14. Evaluates contractor's proposals for both real property and industrial plant equipment, and his requests for industrial equipment replacement or modernization projects and Capital Type Rehabilitation projects; evaluates formal Appendix A facilities applications and revisions, and submits recommendations to the contracting officer.

15. Assures that the contractor develops a system and establishes a Minimum Acceptable Percentage of Utilization (MAPU) rate for each family grouping of IPE.

16. Participates in source selection activities to assist the buying activity as requested.

17. Performs Pre-award surveys and directs other functions in this regard.

18. Manufacturing Support Branch. Performs continuing surveillance of the contractor's manufacturing progress in meeting delivery schedule requirements; informs the buying activities of anticipated or actual schedule delinquencies and inadequacies noted in manufacturing portions of contract specifications, and the potential impact of Engineering Change Proposals on manufacturing schedules; and assures contractor preparation and validity of required production status reports.

19. Audits contractor's response to accelerated delivery requests, and assists the contracting officer in the preparation for and negotiation of changes to the contract delivery schedules.

20. Performs continuing surveillance of the contractor's logistics support operations and assists the contractor in obtaining priorities for allocation of controlled materials and performs Defense Material System audits.

21. Evaluates the manufacturing operations portions of cost proposals, production plans, program plans, and related contract documentation, and provides recommendations to the buying activity.

22. Evaluates manufacturing-related variances as reflected in contractor-prepared performance reports.

23. Reviews and evaluates SPO/contractor planning for phase-down of production programs, and evaluates the scope and requirement for "over and above" work.

24. Evaluates manufacturing operations in relation to contractor requests for progress payments, and assists the Contracting Officer in production aspects of contract termination.

25. Advises the buying activity of actual or potential labor disputes; assists in the removal of material from the contractor's strike-bound plant upon request of the buying activity; and evaluates the impact of labor strikes on production.

26. Performs industrial preparedness planning through Armed Services Procurement Planning Officer (ASPPO) assignments, and participates in Post-award orientation conferences.

DETAILED RESPONSIBILITIES OF CONTRACT ADMINISTRATION DIVISION

In accordance with the AFCMD Organization and Functions Chart Book dated 1 April 1976, the functional responsibilities for the Contract Administration Division are:

1. Performs evaluation of contractor's Contract Administration management systems using the Contractor Management System Evaluation Program (CMSEP) as the core management tool.
2. Provides advice and assistance to the AFPR on Contract Administration matters.
3. Provides technical guidance and staff assistance to "Deputy AFPR for" Program Offices, including development of functional plans describing AFPRO responsibilities for administration of major program contracts when applicable and surveillance of performance of Contract Administration functions.
4. Provides policy guidance to ACOs, Contract Specialists and Price Analysts in the functional branches on all matters pertaining to Contract Administration and Pricing, financial analysis and settlement of contracts terminated for the convenience of the Government, including contractor's purchasing, and other systems pertinent to the administration of contracts.
5. Reviews contractor's compensation structure and insurance plans.
6. Approves or disapproves contractor's procurement system.

7. Serves as focal point for all inquiries in ACO functional areas and keeps the purchasing office and higher headquarters advised of all pertinent matters related to ACO administration of the contract.

8. Requests appointment and termination of appointment of contracting officers.

9. Determines contractor's Contractor Weighted Average Share (CWAS) rating.

10. Establishes and maintains training programs for Contract Administration personnel.

11. Acts as the AFPRO OPR on all Industrial Security matters.

12. Performs post award surveillance of the contractor's progress toward demonstration of Cost/Schedule Control systems to meet the Cost/Schedule Control Systems Criteria, provides assistance in the review and acceptance of the contractor's Cost/Schedule Control Systems and performs post acceptance surveillance to ensure continuing operation of the contractor's accepted systems.

13. Processes and executes novation and change of name agreements in accordance with ASPR Section XXVI, Part 4.

14. Negotiates billing and final overhead rates when the contract contains the clause in ASPR 3-704, except when the negotiation is placed elsewhere in accordance with Departmental procedures.

15. Negotiates understandings consistent with agreements negotiated under ASPR 15-107 applicable to the treatment of costs under contracts currently assigned for administration.

16. Monitors the contractor's financial condition and advises the procuring contracting officer when contract performance is jeopardized thereby.

17. Determines the adequacy of the prime contractor's Disclosure Statements.

18. Determines whether the prime contractor's Disclosure Statements are in compliance with ASPR Section XV and Cost Accounting Standards.

19. Determines the contractor's compliance with Cost Accounting Standards and Disclosure Statements, if applicable.

20. Negotiates price adjustments and executes supplemental agreements pursuant to the Cost Accounting Standards clause in ASPR 7-104.83.

21. Assures timely submission of required contract administration functional reports.

22. Acts as the AFPRO focal point in dealing with GAO.

23. Contracts Branch. Reviews and approves or disapproves contractor's requests for payments under the progress payments clause.

24. Determines the allowability of costs suspended or disapproved on a DCAA Form 1 when a written appeal has been received from the contractor, directs the suspension or disapproval of any costs when there is reason to believe that they should be suspended or disapproved, and approves final vouchers.

25. Reviews and evaluates the contractor's proposals in accordance with ASPR 3-801.5(b) and furnishes comments and recommendations to the procuring contracting officer when negotiation will be accomplished by the procuring contracting officer.

26. Negotiates prices and executes supplemental agreements for spare parts and other items selected through provisioning procedures.

27. When authorized by the purchasing office, negotiates or negotiates and executes supplemental agreements incorporating contractor proposals resulting from change orders issued under the changes clause. Prior to the completion of negotiations and issuance of the supplemental agreement, any delivery schedule change shall be coordinated with the purchasing office.

28. Assures timely notification by the contractor of any anticipated overrun or underrun of the estimated cost under cost-type contracts.

29. Consents to the placement of subcontracts.

30. Manages special bank accounts.

31. Participates in estimating system, pre-award and other reviews and surveys.

32. When authorized by the purchasing office, negotiates prices and executes priced exhibits for unpriced orders issued by the procuring contracting officer under basic ordering agreements.

33. Conducts post-award orientation conferences.
34. Issues tax exemption certificates.
35. Issues work requests under maintenance, overhaul and modification contracts.
36. Assures processing and execution of duty-free entry certificates.
37. Negotiates and executes contractual documents for settlement of partial and complete contract terminations for convenience, except as otherwise prescribed by ASPR Section VIII.
38. Prepares findings of fact and issues decisions under the Disputes clause on matters on which the contract administration office has the authority to take definitive action.
39. Serves as the AFPRO focal point for the management of contractually required contractor data.
40. In connection with classified contracts, administers those portions of the Industrial Security Program designated as ACO responsibilities in the Industrial Security Regulation and Industrial Security Manual.
41. When authorized by the purchasing office, negotiates or negotiates and executes supplemental agreements accelerating or decelerating contract delivery schedules.
42. When authorized by the purchasing office, negotiates or negotiates and executes supplemental agreements providing for the de-obligation of unexpended dollar balances considered excess to known contract requirements.

43. When authorized by the purchasing office, issues amended shipping instructions and, when necessary, negotiates and executes supplemental agreements incorporating contractor proposals resulting from the amended shipping instructions.

44. Issues contract modifications requiring the contractor to provide packing, crating and handling services on excess Government property. When determined to be in the Government's best interests, such services may be secured from other than the contractor in possession of the property.

45. Approves the contractor's acquisitions/fabrication of special test equipment as provided in paragraph (b) of the clause in ASPR 7-104.26.

46. Evaluates and monitors the contractor's procedures for complying with the "Restrictive Markings" on Technical Data clause in ASPR 7-104.9(p).

47. In connection with facilities contracts: Evaluates the contractor's requests for facilities and changes to existing facilities and provides the procuring contracting officer with appropriate recommendations thereon; assures required screening of facility items before acquisition by the contractor; approves the use of facilities on a noninterference basis in accordance with ASPR 7-702.12; assures the payment of any rental due; and assures the reporting of items no longer needed for defense production.

48. Negotiates and executes contractual documents for settlement of cancellation charges under multi-year procurements.

49. AFPRO focal point for coordination of recommended actions in cases where the contractor fails to perform to the contract requirements.

50. Assures that the contractor has established procedures to meet the requirements of ASPR 7-103.27, Listing Employment Opening.

51. Assures timely submission of required reports.

52. Pricing Branch. Performs the Proposal Analysis function and prepares price analysis reports; participates in and, when requested by the ACO, leads negotiations and assists in preparing the price negotiation memoranda.

53. Implements COPPER IMPACT Program.

54. Monitors contractor's estimating system including participation with DCAA in surveys, follow-up action on noted deficiencies, research and assistance toward system modernization and identification of required correction of deficiencies noted in proposal analysis.

55. Develops, maintains and utilizes data banks on: rates, factors, formulas, parameters, reasonableness checks, labor standards, make-or-buy information, labor turnover statistics, production and inflation trends, scrap and rework factors, GFE utilization and noted nonrecurring and start-up costs.

56. Assures that cost or pricing data is accurate, complete and current IAW PL 87-653.

57. When requested, conducts Renegotiation Board Evaluations, participates in "Should Cost" Studies and Ratio Delay Studies.

58. Business Management Branch. Provides technical guidance to the Principal ACO on all matters affecting the contractor overhead costs.

59. Acts as a focal point on all overhead cost matters including: assessing contractor's proposals and participating in negotiations of Forward Pricing Rate Agreements; initiating scheduled and systematic reviews of all significant and sensitive overhead cost functions; participating in the evaluation of final overhead cost claims and providing technical representation to the Principal ACO in the settlement of these costs; and maintaining liaison with PCOs and buyers at buying activities to resolve overhead cost problems. Initiates/aids the Principal Administrative Contracting Officer (PACO) in the accomplishment of cost avoidance actions.

60. Implements, maintains and utilizes computer models to develop negotiation objectives when establishing Overhead Forward Pricing Rate Agreements, monitors implementation of the Cost Accounting Standards, maintains the Overhead Information System, and accomplishes special projects and reports.

DETAILED RESPONSIBILITIES OF DEPUTY AFPR FOR MAJOR PROGRAM

In accordance with the AFCMD Organizational and Functions Chart Book dated 1 April 1976, the functional responsibilities for the Deputy AFPR for Major Program are:

1. Performs evaluation of contractor's management systems using the Contractor Management System Evaluation Program (CMSEP) as the core management tool when directed by the AFPR.
2. Provides unified management of an operational element of the AFPRO engaged in the performance of contract management associated with the procurement of major weapon systems and subsystems.
3. Plots, evaluates and displays program information with its functional interrelationships. Tracks important aspects of program progress, identifies potential problem areas, forecasts the impact and takes required action.
4. Coordinates and cross disseminates program information among those organizations engaged in the program.
5. Performs Selected Acquisition Information and Management System (SAIMS) surveillance functions, including Cost/Schedule Control System Criteria (C/SCSC), Contract Funds Status Report (CFSR) and the Cost Information Report (CIR).
6. Represents the AFPR at PAR/SAR reviews as required.
7. Contract Administration Branch. Approves or disapproves contractor's requests for progress payments. Reviews contractor test plans and directives for compliance with contract terms; compares milestone, progress, and cost against

contract requirements; and completes all closing action on physically completed contracts.

8. Determines the allowability of costs, directs the suspension/disapproval of costs, and approves final vouchers. Assures timely notification to the PCO of any anticipated overrun or underrun of estimated cost under cost-type contracts, and negotiates advance agreements on particular items of cost.

9. Negotiates prices and executes supplemental agreements for spare parts and other provisioned items.

10. Reviews and evaluates contractor proposals, consents to placement of subcontracts, and makes recommendations to the Procuring Contracting Officer when applicable.

11. When authorized by the purchasing office, negotiates prices and executes priced exhibits for unpriced orders issued by the procuring contracting officer under basic ordering agreements, and negotiates, or negotiates and executes supplemental agreements. Obtains prior coordination of the purchasing office on delivery schedule changes. Develops price objectives, performs cost and price analysis of contractor proposals, assists in analysis and factfinding and participates in negotiations as required.

12. Assists purchasing office in de-obligation activities and accomplishes de-obligation on provisioning activities.

13. Assists in classification of waivers and deviations; issues tax exemption certificates, and assures processing and execution of duty-free entry certificates.

14. Conducts post-award orientation conferences, assigns and performs supporting administration, assures timely submission of required reports, administers applicable portions of the Industrial Security Program, and performs other Contract Administration functions required by the contract or other directives.

15. Prepares findings of fact and issues decision under the Disputes Clause; monitors compliance with labor and industrial relations matters under the contract.

16. Approves use of facilities on a non-interference basis, and determines liability for loss of, or damage to, government property. Issues work requests under maintenance, overhaul and modification contracts.

17. Participates in reviews and surveys of the contractor's cost estimating and accounting methods, and monitors contractor's financial condition and advises PCO when contract performance is jeopardized thereby.

18. Manufacturing Operations Branch. Coordinates with the AFPRO Manufacturing Operations Division Chief to ensure manufacturing assessment, manufacturing support, transportation, and packaging responsibilities for contract management of the major program are satisfied. These responsibilities include surveillance of the contractor logistic support operations, assisting the contractor in obtaining priorities allocations for controlled materials, advising the buying activity of potential labor disputes, assisting in the removal of strike-bound material, and evaluating strike impact on production.

19. Monitors the contractor's progress in meeting test program milestones and schedule requirements; provides technical support on the production aspects of test programs; informs the buying activities of anticipated or actual schedule delinquencies, and ensures preparation of required production progress reports.

20. Assists the contracting officer in the preparation for and negotiation of changes to the contract delivery schedules, and in the production aspects of contract negotiation, progress payment actions, and contract terminations.

21. Performs continuing surveillance of the contractor's production associated requirements for Government-furnished property and services, and of the adequacy and timeliness of those furnished.

22. Evaluates the manufacturing operations portions of program plans and related contract documentation, engineering change proposals and cost proposals, and provides recommendations to the contracting office.

23. Performs continuing surveillance of the contractor's compliance with accelerated delivery requests, and participates in the planning for phase-down of production programs.

24. Participates in post-award orientation conferences.

25. Evaluates contractor reported variance analyses.

26. Quality Assurance Branch. Coordinates all Quality Assurance matters between the SPO and AFPRO/QA and supports or represents the SPO at program oriented meetings or management reviews where Quality Assurance is involved.

27. In coordination with the SPO, develops, with AFPRO/QA approval, the AFQA Program Quality Assurance Plan and Mandatory government inspection characteristics to be observed by the AFPRO/QA organization.

28. Reviews Quality Assurance contractual media and management data for significant impact on the AF Quality Assurance Program. Provides program Quality Assurance data and recommendations regarding program plans to the Deputy AFPR.

29. Monitors and assists the AFPRO/QA organization in accomplishing necessary AF Quality Assurance Program planning and participation in physical configuration audits, functional configuration audits, Design Reviews and Product Acceptance Teams.

30. Assists the AFPRO and SPO in assuring an effective contractor corrective/preventive action system and assures initiation and followup of corrective/preventive action for program oriented product defects, and Quality System deficiencies or trends.

31. Reviews/comments on contractor requests for major waivers and deviations and participates in the review of minor waivers having significant program impact.

32. Engineering Branch. Provides support to the Engineering Division in their evaluation of the Contractor's engineering management systems.

33. Provides technical effort and direct System Program Office engineering support as specified in Program Office/AFPRO

Memoranda of Agreement. Serves as principal advisor to Program Office Directors on in-plant engineering matters.

34. Reviews engineering studies, designs, proposals and specifications and makes recommendations to the Buying Activity. Ensures that design risks are identified early in the program and their adequate testing is scheduled and accomplished to demonstrate design adequacy.

35. Participates in formal and informal design reviews.

36. Reviews Class I engineering change proposals and provides comments to the Buying Activity on technical adequacy, design feasibility and need. Reviews Class II engineering changes to ensure proper classification, and need.

37. Reviews contractor requests for deviations. Processes critical and major deviations and waivers with appropriate technical comments and recommendations to the Buying Activity for approval consideration. Reviews minor deviations to ensure proper classification.

38. Assures contractor test plans and directives comply with contract terms. Evaluate Contractor adherence to test plans, his progress in demonstrating performance requirements, and the adequacy of feedback of test results to the design function.

39. Assures that the quality of the products of the contractor's engineering systems for design, configuration control, reliability, maintainability, test and evaluation, system safety and value engineering comply with specified contract requirements.

40. Reviews cost reduction proposals for impact on engineering requirements of the contract.

APPENDIX B

AIR FORCE CONTRACT MANAGEMENT OFFICE
DETAILED FUNCTIONAL RESPONSIBILITIES

DETAILED RESPONSIBILITIES OF MANAGEMENT SUPPORT DIVISION

In accordance with the AFCMD Organization and Functions Chart Book dated 1 April 1976, the functional responsibilities for the Management Support Division are:

1. Provides administrative services necessary for the conduct of the Contractor Management System Evaluation Program (CMSEP).
2. Advises and assists the Detachment Commander and Division Chiefs of internal management, planning and administration. Provides an interface to HQ AFCMD Staff Offices under the Chief of Staff.
3. Develops and implements the detachment internal management program for analysis and evaluation of detachment performance.
4. Maintains and publishes the detachment's Operations and Resources Management Report.
5. Manages presentation projects, conferences and special visitations.
6. Provides guidance and assistance in the development and justification of detachment manpower adjustments, submits required reports and maintains annotated Unit Detail Listing.
7. Serves as OPR for projects requiring the coordination of more than one detachment Division.
8. Develops and maintains operations and contingency (war, emergency, OPSEC and disaster) plans and programs for the detachment. Maintains an Emergency Operations Center (EOC).

9. Is Detachment focal point for replies to IG inspections, audits, surveys, reviews, congressional inquiries, etc.

10. Negotiates and monitors Host-Tenant Support Agreements for the detachment.

11. Serves as OPR for the review, revision and coordination of contract management Memorandums of Agreement (MOAs).

12. Manages and controls detachment activities in disciplines of correspondence, documentation, publications, reports and forms, postal functions, administrative orders, and printing and copying.

13. Operates a unit supply capability for the detachment and ensures that the optimum source is utilized for its provisioning. Controls the detachment equipment and equipment authorizations.

14. Manages detachment facilities regarding office space allocations.

15. Serves as focal point and provides technical assistance to the contractors and the ACOs in the following areas: utilization of mailing indicia, monitoring of postal and correspondence procedures, and control of Government forms and publications, printing and copying, and other administrative cost areas.

16. Prepares budgetary forecasts, requirements, funds use and status information, including manhour accounting data incident to reimbursable support for NASA and other Government agencies.

17. Serves as the final review authority for management in the submission of detachment civilian personnel requests; maintains control of personnel actions; consolidates, audits and submits time and attendance records, and maintains liaison with payroll offices.

18. Performs as the administrative focal point for the compilation and coordination of detachment recognition, special trophies, awards and programs. Provides administrative interface with the Civilian Personnel Representative.

19. Serves as administrative processing point for detachment military personnel matters.

20. Coordinates and consolidates civilian and military training requirements. Provides focal point for the administration of detachment general military training.

21. Manages the internal security program by providing staff office security advisor services, and Top Secret control capabilities; obtaining personnel security clearances including special access, CRYPTO access, and identification credentials; administering the control of Government visitors; and reporting VIP visits.

22. Conducts the detachment information program, including internal organization, community relations and historical reporting.

23. Serves as OPR for AFCMO communications-electronic systems.

DETAILED RESPONSIBILITIES OF QUALITY ASSURANCE DIVISION

In accordance with the AFCMD Organization and Functions Chart Book dated 1 April 1976, the functional responsibilities for the Quality Assurance Division are:

1. Performs evaluation of contractor's Quality Assurance management systems using the Contractor Management System Evaluation Program (CMSEP) as the core management tool.
2. Manages the functions associated with assuring quality and reliability of material and services procured by AF and other agencies.
3. Develops and implements Quality Assurance procedures, instructions and techniques applicable to AFCMO activities.
4. Provides participating members and otherwise supports higher headquarters and other agencies' study groups, pre-award surveys, post-award conferences, production readiness reviews, QA system surveys, evaluation or study teams, selection boards and related Quality Assurance activities.
5. Provides direction, guidance and assistance to assure an effective AF Quality Assurance Program for the AFCMO.
6. Responsible for internal evaluations of all Quality Assurance operational organizations to assess compliance with applicable regulations and directives and to measure the effectiveness of QA Division activities.
7. Provides technical and managerial Quality Assurance assistance to other AFCMO divisions.

8. Provides centralized Quality Assurance materials and processes, metrology, sampling, statistical processes and chemical services for the AFCMO.

9. Maintains a system of contract and delegation reviews and disseminates contract Quality Assurance requirements to applicable AFCMO-QA organizations.

10. Policies, Procedures and Engineering Branch. Assesses and monitors contractor Quality System planning and evaluates the adequacy of contractor Quality organization, objectives and procedures to ensure that an effective Quality System (including the creation of controlled conditions and management involvement in "preventive" Quality Assurance) is implemented and maintained.

11. Establishes criteria and plans for evaluating and ensuring the overall effectiveness of the contractor Quality System.

12. Reviews and evaluates Class I and II approved changes with respect to: (a) Selection of necessary Mandatory Government Inspection characteristics; (b) Determination of points or aspects of test plans which should be witnessed for assurance that test objectives are obtained; (c) Determination of means and criteria by which AFQA can assure that the Class I and II changes are properly incorporated prior to acceptance.

13. Makes Quality Assurance evaluation of contractor proposals during pre-negotiation, negotiation, pre-award survey, CAO initial review of contract, contract performance, contract

settlement and closing; provides technical support and makes recommendations to the Administrative Contracting Officer.

14. Ensures compliance with established Quality System test programs; verifies contractor's compliance with test procedures and evaluates the contractor's reduction and analysis of the test data.

15. Reviews and evaluates contractor, using activity and AFQA failure data and quality deficiency reports for the purpose of identifying material problem areas and the need for corrective actions; assures contractor's performance of corrective action; and participates in disposition of non-conforming supplies.

16. Supports the ACO in the technical evaluation of contractor cost proposals and cost reduction proposals for all technical Quality Assurance aspects; submits recommendations concerning effect of proposed changes as they concern control of quality, and provides technical Quality Assurance support during contract negotiations.

17. Materiel Quality Branch. Implements plans for the AF Quality Assurance Program.

18. Assures that contractor Quality System is effective and conforms to contractual requirements.

19. Assures that Quality inspection and testing are accomplished in accordance with requirements.

20. Assures that actions are taken both to prevent defects and to report defects which are found to the responsible organization to ensure that corrective action is taken.

21. Assures hardware configuration conformance by audit and verification to specification, drawings and planning.

22. Accepts supplies presented, and services performed, that conform to contractual requirements.

DETAILED RESPONSIBILITIES OF MANUFACTURING OPERATIONS DIVISION

In accordance with the AFCMD Organization and Functions Chart Book dated 1 April 1976, the functional responsibilities for the Manufacturing Operations Division are:

1. Performs evaluation of contractor's Manufacturing Operations management systems using the Contractor Management System Evaluation Program (CMSEP) as the core management tool.
2. Provides technical surveillance in areas of manufacturing operations in the administration of contracts for production and delivery of supplies and services.
3. Monitors and evaluates the contractor's production plans to ensure their adequacy and currency.
4. Evaluates contractor requirements for Government-furnished property and services, and the adequacy and timeliness of those furnished. Evaluates contractor's requests for acquisition, modernization, replacement and nonrecurring maintenance.
5. Monitors the contractor's progress in meeting test program milestones and schedule requirements; provides technical support on the production aspects of test programs; informs the buying activities of anticipated or actual schedule delinquencies, and ensures preparation of required production progress reports.

6. Evaluates the production portion of contract specifications, cost proposals, and changes and provides recommendations to the buying activity.

7. Performs continuing surveillance of the contractor's logistics support operations; and provides interface between the contractor and host base to assure responsive transportation and packaging support.

8. Assists the administrative contracting office on production aspects of contract negotiations, progress payment actions, and contract terminations.

9. Advises buying activities of actual or potential labor disputes, and evaluates the impact of labor strikes.

10. Participates in post-award orientation conferences.

11. Assists the contractor in obtaining priorities for allocations of controlled materials.

DETAILED RESPONSIBILITIES OF INDUSTRIAL MATERIEL MANAGEMENT DIVISION

In accordance with the AFCMD Organization and Functions Chart Book dated 1 April 1976, the functional responsibilities for the Industrial Materiel Management Division are:

1. Upon request of other AFCMD activities, performs evaluation of contractor's Industrial Materiel Management systems using the Contractor Management System Evaluation Program as the core management tool.
2. Administers contractual requirements and obligations relative to Government property where prime contract administration is assigned.
3. Provides an operational program for evaluation of contractor's management of industrial property including property under progress payments clauses and industrial facilities.
4. Accomplishes initial screening and redistribution of excess government property, then turns balance of inventory in to the Defense Property Disposal Office for further disposal actions.
5. Assures that deficiencies in the contractor's controls are corrected.
6. Provides supporting property administration giving full recognition to responsibilities of the prime property administrator for approval of the contractor's property control system and for settlement of cases involving loss, damage or destruction of Government property.

DETAILED RESPONSIBILITIES OF CONTRACT ADMINISTRATION DIVISION

In accordance with the AFCMD Organization and Functions Chart Book dated 1 April 1976, the functional responsibilities for the Contract Administration Division are:

1. As applicable, performs primary contract administration functions in accordance with ASPR 1-406(c), and provides supporting contract administration functions in accordance with delegations received from DOD departments and other Governmental agencies.

2. Performs evaluation of contractors' Contract Administration management systems using the Contractor Management System Evaluation Program (CMSEP) only when delegated by the primary AFPRO on major weapons system programs.

3. AFCMO OPR for Industrial Security Program and Foreign Disclosure.

4. Serves as focal point for all inquiries in ACO functional areas and advises the primary ACO and higher headquarters on pertinent ACO matters.

5. Requests appointment and termination of appointment of contracting officers, and establishes and maintains appropriate training programs in the contract administration area.

6. Makes evaluations, determinations and gives approvals required by the provisions of the contract or other instructions of the purchasing office; provides management reports; maintains official contract files and performs other contract

administration functions required by the contract or applicable directives.

7. Where applicable, negotiates forward pricing rates, labor rates and other cost factors used in the evaluation of contractor proposals.

8. When applicable, evaluates contractor facility requests and makes recommendations for approval/disapproval to the primary ACO.

9. Where requested, provides ACO representation on estimating system reviews, pre-award survey teams, and when applicable, other reviews and surveys.

10. On contracts assigned for prime administration, completes closing actions in accordance with ASPR Supplement No. 2.

11. Completes closing actions on contracts delegated for support contract administration and advises the prime ACO accordingly.